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ABSTRACT

The process of reexamining and reinventing a company demands a new organizational theory and, at the same time, a critical evaluation of the limits of existing theory. This book argues for change strategies that are aimed at creating more permeable boundaries within organizations. Four major sections focus on one of the four types of organizational boundaries--vertical, horizontal, external, and geographic. Each section contains a pair of chapters. The first chapter in each pair explains the boundary in question, its origins, the problem it causes, the benefits of making it more permeable, and some of the immune responses that might be stimulated to prevent such a change. The second chapter of each pair presents specific action levers. The book describes: (1) the rationale for reexamining the effects of a specific kind of organizational boundary; (2) a method (an instrument) for assessing the state of a company along that boundary; (3) a brief history of how the kind of boundary evolved; (4) the consequences of the condition; (5) the steps that can be taken to break old patterns and create the new patterns of boundaryless behavior; and (6) the benefits to the organization from the new approach. Two themes dominate the book. First, creating a boundaryless organization takes time and perseverance. Second, change must be anchored in business results. Four tables, 10 figures, chapter endnotes, and an index are included. (LMI)

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